



## AMERICA'S ARMY: THE STRENGTH OF THE NATION™



# STRATEGIC PLAN



**"Installations As Flagships Of Readiness"**

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## Foreword

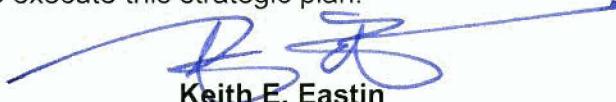
As our Army continues the fight in an environment of persistent conflict, we must carefully synchronize our plan to simultaneously execute the Base Realignment and Closure (BRAC) law of 2005 and several complex endeavors like the Grow-the-Army (GTA) and Global Defense Posture Realignment (GDPR) initiatives. To be ready for current and future missions, we will continue to adapt installations, and the processes, policies, and procedures, including business practices, to more effectively and efficiently support an expeditionary Army at war. To address these challenges, it gives me great pleasure to present the Army's 2009 Installation and Environment Strategic Plan that will focus our assets and efforts to execute our mission and achieve our vision.

The United States Army has long recognized that our mission is accomplished because America entrusts us with its most precious resource – its sons and daughters. It is our obligation to ensure that our Soldiers and their Families of today – and of the future – have the land, water, and air resources they need to train; quality services and reach back capabilities to deploy, fight, and win; a safe and healthy infrastructure and environment in which to live and effectively work; and the support of the local communities and the American people.

This Army Installation and Environment Strategic Plan is designed to strengthen the Army today and into the future. It supports the *Army Campaign Plan* and the *Defense Installation Strategic Plan*. It establishes a long range vision to support our Soldiers, their Families, Civilians, and our local communities, by focusing on three cornerstones to meet its goals: Leadership, Transformation, and Sustainability. In addition, our strategic plan recognizes that it needs to fully embrace the emerging initiatives of the evolving Army Energy Security Task Force and the role these innovative initiatives will play towards ensuring that our installations gain energy self-sufficiency in the future.

The Army's global framework of installations, facilities, ranges, and other critical assets must operate to increase readiness, improve efficiency, and improve the Quality of Life for our Soldiers, Families and Army Civilians. Sustainability is the paradigm that will focus our thinking to address present and future needs while strengthening community partnerships that improve our ability to organize, equip, train, and deploy our Soldiers as a part of the joint force.

Although we have achieved much, we continue to seek improvement. To that end I ask for your full support and participation as we execute this strategic plan.



Keith E. Eastin  
Assistant Secretary of the Army  
for Installations and Environment

## "Installations As Flagships Of Readiness"





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**"Installations As Flagships Of Readiness"**



## **ASA(I&E) Mission, Vision, and Core Values**

### **Our Mission:**

**“Transform installations into “Flagships of Readiness” to enhance the quality of life of our Soldiers, Families, and Civilians, while supporting expeditionary operations, joint missions, systems, and Communities in a cost effective, safe, and sustainable manner.”**

### **Our Vision:**

**“A relevant, ready, and sustainable Installations and Environment community enabling the Soldiers’ current and future missions.”**

### **Our Core Values: Are The Army Values**

**Loyalty:** Bear true faith and allegiance to the U.S. Constitution, the Army, your unit, and other soldiers.

**Duty:** Fulfill your obligations.

**Respect:** Treat people as they should be treated.

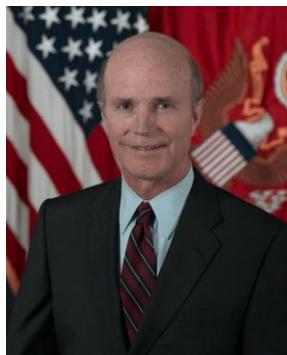
**Selfless-Service:** Put the welfare of the Nation, the Army, and your subordinates before your own.

**Honor:** Live up to all the Army values.

**Integrity:** Do what’s right, legally and morally.

**Personal Courage:** Face fear, danger, or adversity (physical or moral).

# **“Installations As Flagships Of Readiness”**



### Restoring Balance

*"The health of the all volunteer force depends on the health of those families. We must expect that our future offers an era of persistent conflict. We will continue to ask much of the Army family. We must meet the needs of our families, provide them with a quality of life comparable to the quality of their service and sacrifice"*



**Pete Geren**  
**Secretary of the Army**

### Our Guiding Principles Are Shaped By The Army Posture Statement Key Themes and CSA Objectives for 2011

- Continue to restore balance, while:
  - Continuously preparing for success in the current conflict.
  - Completing the Modularity and Grow the Army initiatives.
  - Completing BRAC re-stationing and Global Defense Posture Realignment.
  - Implementing ARFORGEN with a six-month Reset.
- Sustain the All-Volunteer Force by:
  - Recruiting and retaining Quality Soldiers and Army Civilians.
  - Continuing to implement the Army Family Covenant.
  - Caring for and transitioning our Wounded Warriors.
- Set the conditions for the future by:
  - Establishing the role of Landpower in the 21<sup>st</sup>.
  - Accelerating our movement from our current force to our future desired force by fielding an FCS-enabled Army.
- Work closely with the Department of Defense, Department of Army, the Congress and the Joint Staff to achieve the best possible balance between strategic requirements and projected levels of resources.

## "Installations As Flagships Of Readiness"



## **Creeds We Live By**

### **The Soldier's Creed**

I am an American Soldier.

I am a Warrior and a member of a team.

I serve the people of the United States and live the Army Values.

I will always place the mission first.

I will never accept defeat.

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient

in my warrior tasks and drills.

I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the  
United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

### **The Army Civilian Creed**

I am an Army Civilian – a member of the Army Team.

I am dedicated to the Army, its Soldiers and Civilians.

I will always support the mission.

I provide stability and continuity during war and peace.

I support and defend the Constitution of the United States  
and consider it an honor to serve the Nation and its Army.

I live the Army values of Loyalty, Duty, Respect, Selfless Service,  
Honor, Integrity, and Personal Courage.

I am an Army Civilian.

## **"Installations As Flagships Of Readiness"**



## **Our Goals And Objectives**

### **GOAL - 1**

#### **LEADERSHIP:**

**Provide Effective Leadership, Advocacy, Policy, Programming, Oversight, Outreach And Strategic Communications.**

*Effective leaders must establish and maintain Congressional, Departmental, and Service support for resources submitted in the President's Budget and ensure its execution according to our guiding principles.*

#### **Objectives:**

- 1.1 Communicate the ASA(I&E) Strategic Plan.
- 1.2 Develop effective processes to review, update, and develop policies.
- 1.3 Garner Congressional support for President's Budget submission and applicable legislative issues.
- 1.4 Ensure that adequate resources are provided to execute and sustain Army policies and programs.

**(See Appendix – A for Performance Measures)**

## **"Installations As Flagships Of Readiness"**



## **Our Goals And Objectives**

### **GOAL - 2**

#### **ASSETS:**

##### **Acquire and Manage Installation Assets And Services That Enhance Capabilities And Quality of Life While Managing Risk.**

*As we reposition our global infrastructure, installation assets and services must be adaptable to evolving Army requirements and operational changes by optimizing effectiveness and efficiency.*

#### **Objectives:**

- 2.1**      Institutionalize sustainability in all new construction and major renovation by 2010.
- 2.2**      Align Army resource planning and execution with evolving Army priorities by 2011.
- 2.3**      Establish and maintain resource standards consistent with the Army's installation strategy by 2010.
- 2.4**      Sustain quality of life for all Soldiers, Families, and Civilians by improving facilities and services.
- 2.5**      Support the OSD generated Facility Sustainment Model (FSM), Facilities Operations Model (FOM), and Facility Modernization Model (FMM) to obtain the necessary funding to properly sustain/restore and modernize (S/RM) the Army facility inventory.
- 2.6**      Develop the Army Energy Security Strategic Plan and institute a structure to track execution.

**(See Appendix – A for Performance Measures)**

## **"Installations As Flagships Of Readiness"**



## **Our Goals And Objectives**

### **GOAL - 3**

#### **SUSTAINABILITY:**

**Embed Safety, Occupational Health, And Sustainability Principles In All Army Missions And Functions To Protect Soldiers, Enhance Operational Capability Through Current And Emerging Technologies, And Strengthen Army Communities.**

*Safety, occupational health, and sustainability must be embedded into all Army missions and functions to protect Soldiers, enhance operational capability, and strengthen community partnerships through more holistic systems thinking.*

#### **Objectives:**

- 3.1 Oversee execution of the Army Safety and Occupational Health Strategic Plan.
- 3.2 Oversee execution of the Army Strategy for the Environment.
- 3.3 Oversee execution of the Army Environmental Cleanup Strategic Plan.
- 3.4 Oversee execution of the Army Installation and Environment (to include Material Acquisition) Technology Programs.

**(See Appendix – A for Performance Measures)**

## **"Installations As Flagships Of Readiness"**



## **Our Goals And Objectives**

### **GOAL - 4**

#### **BUSINESS:**

##### **Employ Efficient And Effective Processes For Planning And Operations That Maximize The Use Of Best Business Practices.**

*We must continually improve business practices, processes, and technology to maximize available resources in support of Soldiers and Families during this time of frequent deployments.*

#### **Objectives:**

- 4.1 Sustain a culture of continuous process improvement (CPI).
- 4.2 Use innovative technology to meet user needs and anticipate future Army challenges by 2009.
- 4.3 Continuously seek mutually beneficial partnerships.
- 4.4 Accurately identify and fund Base Operations Support (BOS) mission essential requirements.
- 4.5 Employ innovative funding strategies to support reduction of facilities life cycle requirements and optimize the re-capitalization of Army facilities.
- 4.6 Continue to utilize real property asset management tools to offset appropriated dollar requirements including operation and maintenance costs, historic preservation requirements, and Base Realignment and Closure (BRAC) and non-BRAC construction requirements.

**(See Appendix – A for Performance Measures)**

**"Installations As Flagships Of Readiness"**



## **Our Goals And Objectives**

### **GOAL - 5**

#### **PEOPLE:**

##### **Cultivate An Innovative And Capable Workforce That Continuously Seeks Improvement.**

*Our workforce must be effectively developed and utilized to maximize its contribution as we transform to meet current and future missions.*

#### **Objectives:**

- 5.1** Incorporate Human Capital (HC) programs and policies into transforming organization performance plans and budgets.
- 5.2** Recruit, hire, develop, and retain employees with the necessary skills for mission accomplishment.
- 5.3** Define and establish a workforce of the right size and composition (military, civilian, and contractor) necessary to accomplish these strategic goals and objectives.
- 5.4** Develop and implement a performance management system that fosters, recognizes, and rewards performance at all levels.
- 5.5** Develop and implement strategic training and development program that builds future leadership competencies.
- 5.6** Foster a workplace environment that attracts and retains a diverse staff at all levels of the organization.
- 5.7** Ensure that Army personnel are provided a safe and healthy living and work environment.

**(See Appendix – A for Performance Measures)**

## **"Installations As Flagships Of Readiness"**



**Land Acreage**

United States – 13,858,606  
Europe – 156,596  
Asia – 24,989  
Other Overseas – 15,228

**Family Housing Units**

Owned - 32,224  
Leased - 11,220  
Privatized - 76,476

**Utilities**

Electric, gas,  
water and sewer  
45,975 miles

**Roads**

55,042 miles

**Railroads**  
2,305 miles

**Army Installations:**

IMCOM	73
USAR	4
ARNG	45
AMC	30
Other	3

**Army End-Strength**

Active -	517,780
USAR -	189,880
ARNG -	352,700
Civilians-	207,200

**Army Demographics**

56% married  
8.7% dual military  
6.5% single parents  
779,609 family members

**Buildings**

(million square feet)  
United States - 707  
Europe – 140  
Asia – 43  
Other – 7

**Environmental Clean-up Remaining**

*(Installation Restoration Program &  
Military Munitions Response Program)*  
Active Sites – 1,414  
BRAC Sites - 273  
Formerly Used Defense Sites – 2,170

**Paved Area**

438 Million SY

**Airfields**

140 Fixed Wing  
750 Heliports

**Barracks Requirements**

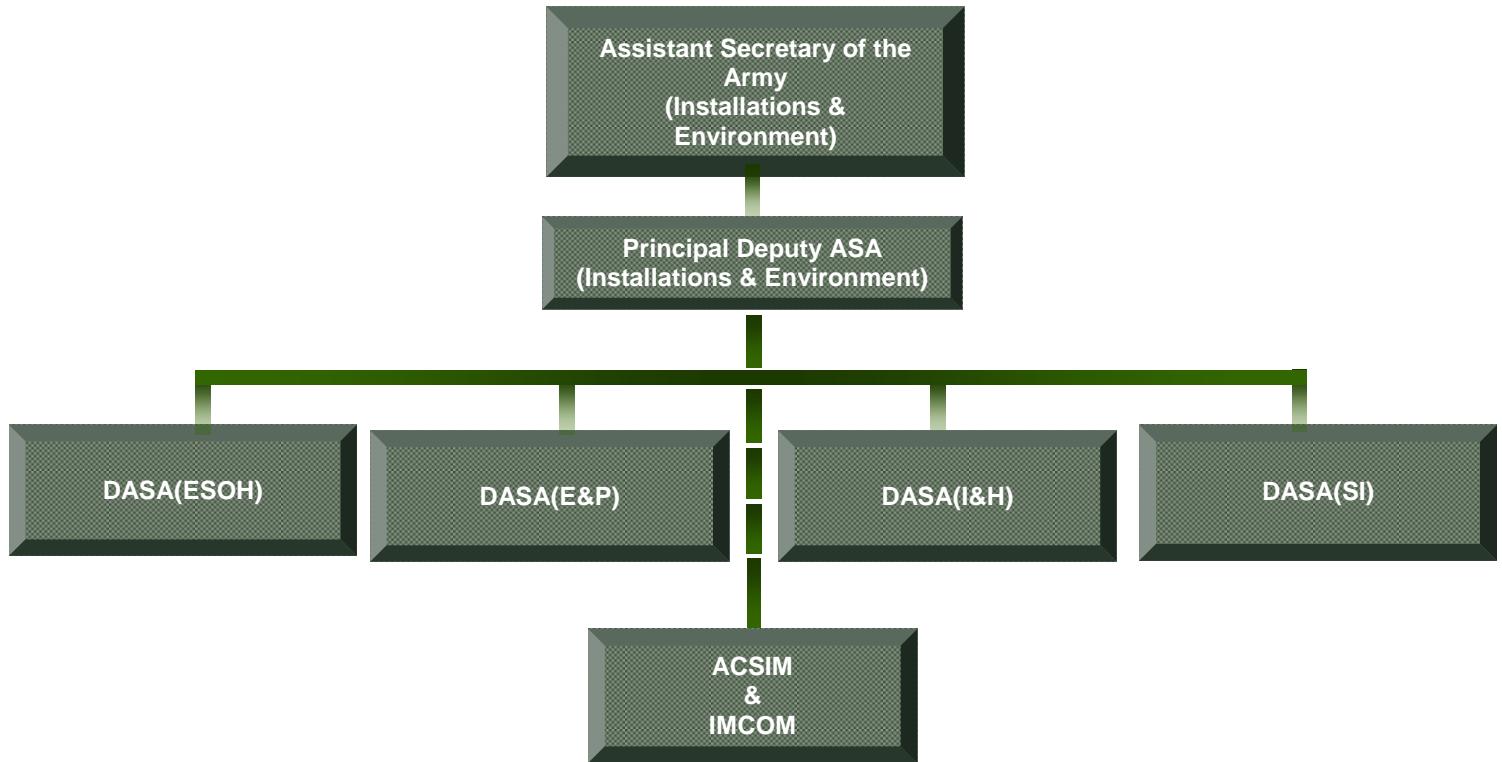
147,700 Soldiers

**FY 08 Budget = \$17 Billion**

**"Installations As Flagships Of Readiness"**



## ASA(I&E) Organization



**DASA(ESOH)** - Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health

**DASA(E&P)** - Deputy Assistant Secretary of the Army for Energy & Partnerships

**DASA(I&H)** - Deputy Assistant Secretary of the Army for Installations & Housing

**DASA(SI)** - Deputy Assistant Secretary of the Army for Strategic Infrastructure

**ACSIM** - Assistant Chief of Staff for Installation Management

**IMCOM** - Installation Management Command

## "Installations As Flagships Of Readiness"



## Office of the Assistant Secretary of the Army for Installations and Environment



We view Installations as the Army's Home

- The Office of the Assistant Secretary of the Army for Installations and Environment (ASA(I&E)) has responsibility for policy development, program oversight, outreach, and coordination of a wide variety of Army activities overseeing the Army's installations. The ASA(I&E) executes these responsibilities through innovative Business Transformation processes and continuous process improvement in the areas of installations, real estate (including military and civil works), housing, environment, safety and occupational health, energy, privatization and partnerships with industry.
- OASA(I&E) also serves as:
  - Co-chair for the Installations Program Evaluation Group (PEG) of the Army Planning, Programming, Budgeting, and Execution (PPBE) process.
  - Co-chair for the Installation Management Board of Directors with the Vice Chief of Staff of the Army.
  - Co-chair for the Army's Energy Panel with the Vice Chief of Staff of the Army.
- Responsibilities of the Office of the Assistant Secretary of the Army for Installations and Environment are comprehensively outlined under **General Orders No. 3, Assignment of Functions and Responsibilities within Headquarters, Department of the Army**, issued by the Secretary of the Army. (See Appendix - B for General Orders No. 3)

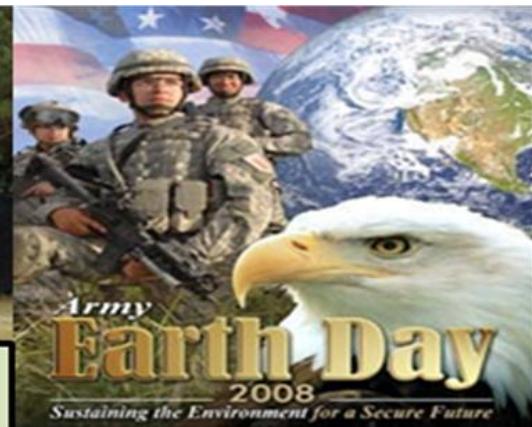
## "Installations As Flagships Of Readiness"



## Office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health



Ensuring the Army has the Land, Air and Water necessary  
to train – Stryker Training Range at Fort Polk, LA



The office of the Deputy Assistant Secretary of the Army for Environment, Safety, and Occupational Health (DASA(ESOH)) provides policy, programming, oversight, and outreach of the Army's ESOH programs. Additionally, DASA(ESOH) serves as the Executive Agent for several DoD programs.

**DASA(ESOH) Directorates and Staff Support Agency (SSA) are as follows:**

■ **Acquisition Integration & Treaties**

Provides guidance and representation to the Army System Acquisition Review Councils and Cost Review Boards to ensure that the Installation and ESOH issues have been adequately addressed by the acquisition program manager, and that the material systems have minimum impact on installation communities and don't affect the combat effectiveness of the soldier or material system; and provides Army expertise to treaty compliance management.

■ **Army Environmental Policy Institute**

Provides analysis on emerging ESOH issues, and develops policies and strategies to address environment, safety, and occupational health issues that may have significant future impacts on worldwide Army readiness and installation sustainability.

■ **Chemical & Biological**

Provides guidance in support of chemical and biological issues as relates to standards adherence, materiel recovery and disposition; and chemical, biological, and nuclear treaty oversight.

## "Installations As Flagships Of Readiness"



## ■ **Restoration**

Oversees programs that ensure current, transitioning, and former Army installations, buildings, and lands are in compliance with environmental regulations. For properties known or suspected to contain unexploded ordnance, discarded military munitions or other munitions and explosives of concern, ensure, in coordination with state and other federal agencies and the affected communities, that response actions and protective measures provide for the property's safe use for its current, determined or reasonably anticipated use.

## ■ **Safety and Occupational Health**

Sets strategic direction, program goals, and objectives; establishes policy and sets standards; proposes programming and funding; provides program management and oversight. Vested with principal responsibility for all Department of the Army matters related to safety, including explosive safety, and occupational health. Establishes policies required to implement and maintain an effective Army Military Munitions Explosives and Chemical Agent Safety Management Program. Functional Chief for Career Program 12 - Safety and Occupational Health Management.

## ■ **Sustainability**

Sustainability connects our activities today to those of tomorrow with sound business and environmental practices. It supports the Army's ability to sustain our built and natural infrastructure to enhance capabilities for future mission requirements. Sustainability employs a systems approach that recognizes the interrelationships between mission, economics, environment, and community to strengthen and enhance our ability to organize, equip, train, and deploy Soldiers as part of the joint force. Provides leadership to ensure the development and implementation of sound public policy to ensure range clearance activities support the sustainment of operational ranges for future uses, environmental responses are integrated to ensure property is safe for its intended use, explosives and munitions emergencies provide for the protection of the public, and efficient use of resources.

## ■ **Technology**

Oversees programs and provides policy guidance to foster increased domestic and international knowledge sharing, leveraging of Information Management and Information Technology and Current and Emerging Technology to meet Army and DoD energy, environment, and safety and occupational health needs. Provides, on behalf of DoD, centralized coordination of Unexploded Ordnance (UXO) Research, Development, Test and Evaluation (RDT&E) information within the DoD to accomplish DoD UXO policy objectives, focus resources, minimize duplication, and harmonize the Military Services' UXO RDT&E requirements.

# "Installations As Flagships Of Readiness"



## ■ UXO Center of Excellence (UXOCOE)

The UXOCOE is directly responsible for executing DoDD 5101.13 responsibilities. This organization, with the Secretary of the Army acting as the Executive Agent (EA), and the DASA(ESOH) designated by EA to act as his designee, is the only entity within DoD that specifically tracks and identifies all UXO RDT&E detection and clearance technologies in the areas of Countermine, Explosive Ordnance Disposal, Humanitarian Demining, and Environmental Technology Support. Additionally, the UXOCOE-Staff identifies all valid Service and Joint requirements for those UXO technologies. The center conducts analysis to identify technology capability gaps, duplication of efforts, and areas of inter/intra service collaboration.

# "Installations As Flagships Of Readiness"

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### Office of the Deputy Assistant Secretary of the Army for Installations & Housing



Enhanced Use Lease Concept, Maryland BLVD at  
Aberdeen Proving Ground, MD



Brooks Army Medical Center at Fort Sam Houston, TX

The Office of the Deputy Assistant Secretary of the Army for Installations & Housing (DASA(I&H)) is responsible for policy, programming, oversight, outreach, congressional communications/notifications and, legislative initiatives for the following program areas.

- **Construction Programs.** All facility and infrastructure construction programs including Military Construction (MILCON) for active and reserve components, Base Realignment and Closure (BRAC), Non-Appropriated Fund (NAF) and contingency construction initiatives.
- **Real Estate.** Life cycle asset management of Army real property including Secretariat signature authority for real estate instruments and legal documents required to acquire, manage title, out-grant, and dispose of military and civil works real estate.
- **Base Realignment and Closure (BRAC).** Implementation of approved BRAC and stationing decisions, including unit relocations, facility closure and requirements, and disposal of real property.
- **Installation Planning and Management.** Installation planning and engineering programs including Base Operations Support (BOS) and Sustainment/Restoration and Modernization (S/RM), master planning, family housing, barracks, and energy management. Stationing, force structure, and joint basing actions as applicable to BRAC and other installation planning and engineering activities.

## "Installations As Flagships Of Readiness"



■ **Special Programs and Initiatives:**

- DoD Executive Agent for Homeowner's Assistance Program (HAP), Joint Facilities Recruiting Program and Defense National Relocation Program
- Army Energy Strategy for Installations with Supporting Army Energy and Water Campaign Plan
- Accelerated fair market value sales and exchanges of BRAC real estate to offset BRAC costs
- Reserve Component Real Property Exchanges (RPX)

**"Installations As Flagships Of Readiness"**

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## Office of the Deputy Assistant Secretary of the Army for Energy & Partnerships



The office of the Deputy Assistant Secretary of the Army for Energy & Partnerships (DASA(E&P)) provides leadership, policy guidance, oversight, and outreach of Army energy security programs and public-private partnerships to leverage government resources, obtain private sector resources, bring innovation to improve efficiency and effectiveness in managing installation facilities and services, and to ensure our installations have safe and secure sources of energy.

**The DASA(E&P) oversees seven program areas:**

- **The Residential Communities Initiative**  
Dedicated to building and sustaining quality residential communities for soldiers and their families through private partnerships.
- **Office of Historic Properties**  
The Army holds the Nation's largest portfolio of historic properties and is committed to sound management of these assets.

## "Installations As Flagships Of Readiness"



- **Utilities Privatization**

Ensuring the Army receives safe, reliable, and efficient utility services from qualified private and public utility providers.

- **Competitive Sourcing**

Responsible for policy and oversight.

- **Privatization of Army Lodging**

Dedicated to improving, building, and sustaining transient lodging through private partnerships.

- **Municipal Services Partnerships**

Partnering with local communities to obtain efficiencies in common services (library/recreation services, refuse collection/disposal, facility maintenance and repair, and utilities) provided by municipalities.

- **Army Energy Security Programs**

Development and implementation of the Army's Strategic Plan for Energy Security and integration of the Army's energy security and conservation initiatives.

## "Installations As Flagships Of Readiness"



### Office of the Deputy Assistant Secretary of the Army for Strategic Infrastructure



The office of the Deputy Assistant Secretary of the Army for Strategic Infrastructure (DASA(SI)) provides for the ASA(I&E) support for the Strategic Planning and Integration and Business Transformation Mission in order to support our Soldiers, Civilians, Families, and the Joint team.

DASA(SI) provides oversight for Strategic Planning and the PPBE process. This includes participation in Army's business transformation efforts and policy and strategy development as well as primary oversight for the preparation, justification, and defense of the Installations and Environment portion of the Army POM and Budget.

#### In accordance with ASA(I&E) Objectives the DASA(SI) views:

- Installations as the Army's home and as training and power projection platforms.
- Adequate funding of installations as a key enabler to restore balance.
- Transformational policies, procedures, and products as key enablers of future success.

#### Strategic Planning & Integration

- Provide dedicated synchronization of the ASA (I&E) Strategic Plan with the Army Campaign Plan and the Defense Installation Strategic Plan.
- Represent the ASA (I&E) on the Army's Executive Committee for the Quadrennial Roles and Missions Review and Quadrennial Defense Review.

#### Business Transformation

- Provide governance of ASA (I&E) Lean Six Sigma/Continuous Process Improvement deployment efforts.
  - Army Deployment Director's Meeting.
  - ASA (I&E) Center of Excellence and Executive Quality Council.
- Integrate ASA (I&E) support of the Army Enterprise Task Force and deployment of the Strategic Management System performance management system.

## "Installations As Flagships Of Readiness"



## Resource Management

- Primary oversight for the preparation, justification, and defense of the ASA (I&E) portion of the Army POM and Budget.
- Provide fiscal and manpower resources for the office of the ASA (I&E) to execute its missions.
- Serve as the ASA (I&E) representative to the Management Control Process Senior Level Steering Group, the Internal Control Process, and the Army Audit Committee Executives Steering Group.
- Administration of civilian/military personnel, manpower, information, and building/space management.
- Oversight of travel, training, payroll, security management, and supplies and equipment.

## Strategic Initiatives

- Evaluate and initiate potential studies and long range assessments as part of the Army Study Program.
- Represent the ASA (I&E) in the Army's Strategic Communication Coordination Group (SCCG).

# "Installations As Flagships Of Readiness"

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## Appendix A: Performance Measures

### GOAL 1 - LEADERSHIP: Provide Effective Leadership, Advocacy, Policy, Programming, Oversight, Outreach And Strategic Communications.

Effective leaders must establish and maintain Congressional, Departmental, and Service support for resources submitted in the President's Budget and ensure its execution according to our guiding principles.

Objectives:	Performance Measures:
1.1 Communicate the contents of the I&E Strategic Plan.	<p>1.1.1 Communicate the strategic vision.</p> <p>1.1.1.1 Develop an integrated Strategic Communications Plan. (Annually, All)</p> <p>1.1.1.2 Ensure each subordinate organization has complementary and supporting Strategic Communication Plan. (Annually, All)</p> <p>1.1.1.3 Ensure each subordinate organization includes specific objectives that communicate and advocate Strategic Army programs to internal and external stakeholders. (Annually, All)</p> <p>1.1.2 Provide oversight of Goals and Objectives to ensure strategic guidance is fully integrated into subordinate organizations – 2009 (Annually, DASA(SI))</p> <p>1.1.3 Define enterprise strategic management framework, roles, and responsibilities - 2009. (DASA(SI))</p>
1.2 Develop effective processes to review, update and develop policies.	<p>1.2.1 Identify all applicable I&amp;E policy documents - 2009. (DASA(SI))</p> <p>1.2.2 Prioritize and schedule a review of all I&amp;E policies and regulations - 2009. (DASA(SI))</p> <p>1.2.3 Review and promulgate policies and regulations within functional areas of responsibility. (DASA(SI))</p>



## Appendix A: Performance Measures

<b>1.3</b> Garner Congressional support for President's Budget submission and applicable legislative issues.	<b>1.3.1</b> Ensure that budget documents are timely, accurate, and of high quality. (Annually, (DASA(I&H))  <b>1.3.2</b> Provide complete and accurate information to defend policies and the budget request during Congressional testimony and other interfaces with members and staff. (Annually, (DASA(I&H))  <b>1.3.3</b> Initiate, coordinate, and defend legislative proposals where needed to better support our vision and goals. (Annually, All)  <b>1.3.4</b> Provide prompt and accurate information to address legislative actions. (Within requested timeframe, All)
<b>1.4</b> Ensure that adequate resources are provided to execute and sustain Army policies and programs.	<b>1.4.1</b> Ensure that valid requirements are provided for all personnel and fiscal requirements. (Annually to DASA (SI))  <b>1.4.2</b> Ensure that all valid requirements are defended within the Installations Program Evaluation Group (II PEG). (All)



## Appendix A: Performance Measures

### GOAL 2 - ASSETS: Acquire And Manage Installation Assets And Services That Enhance Capabilities And Quality of Life While Managing Risk.

As we reposition our global infrastructure, installation assets and services must be adaptable to evolving Army requirements and operational changes by optimizing effectiveness and efficiency.

Objectives:	Performance Measures:
<p><b>2.1</b> Institutionalize sustainability in all new construction and major renovation - 2010.</p>	<p><b>2.1.1</b> Ensure information systems efficiently and effectively support programming and asset management - 2009. (DASA(I&amp;H))</p> <p><b>2.1.1.1</b> Implement Real Property Inventory Requirements (RIPR) - 2009. (DASA(I&amp;H))</p> <p><b>2.1.1.2</b> Ensure RIPR is linked to environmental liabilities - 2009. (DASA(ESOH))</p> <p><b>2.1.2</b> Ensure LEED Silver standard applied to all new construction. (Annually) (DASA(I&amp;H))</p>
<p><b>2.2</b> Align Army resource planning and execution with evolving Army priorities - 2011.</p>	<p><b>2.2.1</b> Oversee execution of MILCON to support Army stationing (AMF, BRAC, GDPR, and Army Growth) initiatives and timelines. (Quarterly) (DASA(I&amp;H))</p> <p><b>2.2.2</b> Reduce real property by 24,823 acres - 2009 (4,481 Legacy BRAC, 13,827 BRAC05, and 6,527 non-BRAC). Awaiting final coordination of numbers with ACSIM. (DASA(I&amp;H))</p> <p><b>2.2.3</b> Oversee execution of MILCON to support Army participation in operations, training, and exercises to be conducted with alliance partners overseas. (DASA(I&amp;H))</p> <p><b>2.2.4.</b> Develop OCONUS Master plans based on Host Nation agreements, agreed standards, and operational/exercise mission requirements. (DASA(I&amp;H))</p>
<p><b>2.3</b> Establish and maintain resource standards consistent with the Army's installation strategy - 2010.</p>	<p><b>2.3.1</b> Establish common levels of installation support services guidance for Joint (Army-sponsored) Basing (2010) and for non-traditional installations, where stationing decisions warrant. (DASA(I&amp;H))</p> <p><b>2.3.2</b> Oversee the establishment of business rules and processes for Common Delivery of Installation Support (CDIS) and Common Output Level Standards (COLS). (DASA(I&amp;H))</p>



## Appendix A: Performance Measures

<p><b>2.4</b> Sustain quality of life for all Soldiers, Families, and Civilians by improving facilities and services.</p> <ul style="list-style-type: none"><li>a. Using appropriated funds.</li><li>b. Using public-private ventures and other non-traditional approaches to financing.</li></ul>	<p><b>2.4.1</b> Eliminate inadequate family housing by developing a plan to address remaining government owned inventory and ensuring appropriate funding is identified for submission during the POM - 2009. (DASA(I&amp;H))</p> <p><b>2.4.2</b> Privatize family housing at 45 installations - 2010. (DASA(E&amp;P))</p> <p><b>2.4.3</b> Oversee the privatized housing portfolio to ensure financial stability and compliance with development plans. (DASA(E&amp;P))</p> <p><b>2.4.4</b> Complete privatization of Army lodging at 46 installations - 2014. (DASA(E&amp;P))</p> <p><b>2.4.5</b> Provide 1+1 modernized barracks to meet Army Campaign Plan (ACP) requirements (CONUS - 2013 / OCONUS - 2013). (DASA(I&amp;H))</p> <p><b>2.4.6</b> Implement UPH privatization at approved locations where economically feasible - 2015. (DASA(E&amp;P))</p> <p><b>2.4.7</b> Provide adequate training barracks to meet ACP requirements - 2015. (Lead, DASA(I&amp;H))</p> <p><b>2.4.8</b> Provide Soldiers and Families an improved quality of life that is commensurate with their service by implementing the Army Family Covenant. (DASA(I&amp;H))</p> <p><b>2.4.9</b> Realign family housing program elements to use standard Sustainment and Recapitalization metrics (2009). (DASA(I&amp;H))</p>
<p><b>2.5</b> Support the OSD generated Facility Sustainment Model (FSM), Facilities Operations Model (FOM), and Facility Modernization Model (FMM) to obtain the necessary funding to properly sustain/restore and modernize (SRM) the Army facility inventory.</p>	<p><b>2.5.1</b> Ensure FSM accurately establishes required funding for SRM annually. (DASA(I&amp;H))</p> <p><b>2.5.2</b> Fund sustainment to at least 90% on a glide path to funding 95% of the FSM generated requirement. (DASA(I&amp;H))</p> <p><b>2.5.3</b> Fund FMM and FOM (starting FY12) to the benchmark annually. (DASA(I&amp;H))</p>



## Appendix A: Performance Measures

<p><b>2.6</b> Develop the Army Energy Security Strategic Plan and institute a structure to track execution.</p>	<p><b>2.6.1</b> In coordination with all stakeholders, and following guidelines of Senior Energy Council, develop and publish the Army Energy Security Strategic Plan – 2009. (DASA(E&amp;P))</p> <p><b>2.6.2</b> Develop performance measures for Army energy security programs/projects. (DASA(E&amp;P))</p> <p><b>2.6.3</b> Develop and institutionalize a process for monitoring progress of Energy Security Strategy implementation (DASA(E&amp;P))</p> <p><b>2.6.4</b> Execute the Army Energy Strategy and implementing Campaign Plan for facilities. (DASA(I&amp;H))</p> <p><b>2.6.4.1</b> Eliminate energy inefficiencies that waste natural and financial resources, and do so in a manner that does not adversely impact the mission or quality of the facilities in which Soldiers, Families, Civilians and contractors work and live. (Co-Leads DASA(I&amp;H) and DASA(ESOH))</p> <p><b>2.6.4.2</b> Increase the use of energy technologies in construction and major renovation projects that provide the greatest cost-effectiveness, energy efficiency, and support the Army's environmental objectives. (Co-Leads DASA(I&amp;H) and DASA(ESOH))</p> <p><b>2.6.4.3</b> Reduce the dependency on fossil fuels by increasing the use of clean, renewable energy, reducing waste, increasing efficiencies and optimizing environmental benefits. (Co-Leads: DASA(E&amp;P), DASA(I&amp;H) and DASA(ESOH))</p> <p><b>2.6.4.4</b> Conserve water use to conserve water Resources for drinking and domestic purposes. (DASA(I&amp;H))</p> <p><b>2.6.4.5</b> Improve security and reliability of our energy and water systems in order to provide dependable utility service. (Co-Leads: DASA(E&amp;P) and DASA(I&amp;H))</p>
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## Appendix A: Performance Measures

### **GOAL 3 - SUSTAINABILITY: Safety, Occupational Health, And Sustainability**

**Principles Embedded In All Army Missions And Functions To Protect Soldiers, Enhance Operational Capability Through Current And Emerging Technologies, And Strengthen Army Communities.**

Safety, occupational health, and sustainability must be embedded into all Army missions and functions to protect Soldiers, enhance operational capability, and strengthen community partnerships through more holistic systems thinking.

<b>Objectives:</b>	<b>Performance Measures:</b>
3.1 Oversee execution of the Army Safety and Occupational Health (SOH) Strategic Plan.	<p>3.1.1 Incorporate safety and occupational health into Army culture - 2009. (DASA(ESOH))</p> <p>3.1.2 Ensure systematic management of risk. (DASA(ESOH)) (Updated annually)</p> <p>3.1.2.1 - 90% of Risk Assessment Code (RAC) 1 safety and health hazards are mitigated to reduce risk or abated within 10 days of hazard identification.</p> <p>3.1.2.2 - 90% of RAC 2 safety and health hazards are mitigated to reduce risk or abated within 30 days of hazard identification.</p> <p>3.1.2.3 - 90% of RAC 3 safety and health hazards are mitigated to reduce risk or abated within 90 days of hazard identification.</p> <p>3.1.3 Manage Army SOH program efficiently and effectively. (Annually, DASA(ESOH))</p> <p>3.1.4 Reduce accident rates by 75% - 2009 (2002 Baseline). (DASA(ESOH))</p>
3.2 Oversee execution of the Army Strategy for the Environment.	<p>3.2.1 Foster an ethic within the Army that transcends environmental compliance to sustainability. (DASA(ESOH))</p> <p>3.2.2 Strengthen Army operational capability by reducing environmental footprint through sustainable practices. (DASA(ESOH))</p> <p>3.2.3 Meet current and future training, testing, and other mission requirements by sustaining land, air, and water resources. (DASA(ESOH))</p> <p>3.2.4 Minimize impacts and total ownership costs of Army systems, materiel, facilities, and operations by integrating the principles and practices of sustainability. (DASA(ESOH))</p>

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<p><b>3.2</b> Oversee execution of the Army Strategy for the Environment. (Cont.)</p>	<p><b>3.2.5</b> Enhance quality of life of our Soldiers, Families, Civilians, neighbors, and communities through leadership in sustainability. (DASA(ESOH))</p> <p><b>3.2.6</b> Use innovative technology and the principles of sustainability to meet user needs and anticipate future Army challenges. (DASA(ESOH))</p> <p><b>3.2.7</b> Develop and approve a strategic plan for Army sustainability. (DASA(ESOH))</p> <p><b>3.2.7.1</b> Staff and approve plan - 2009. (DASA(ESOH))</p> <p><b>3.2.7.2</b> Develop governance for oversight of plan's objectives - 2009. (DASA(ESOH))</p> <p><b>3.2.7.3</b> Complete near term critical targets - 2012. (DASA(ESOH))</p> <p><b>3.2.8</b> Develop and approve annual sustainability report for Army – first annual report released 2008. Army (DASA(ESOH))</p>
<p><b>3.3</b> Oversee execution of the Army Environmental Cleanup Strategic Plan.</p>	<p><b>3.3.1</b> For environmental restoration on active installations: 96% of high risk sites remedy-in-place (RIP) response complete (RC) - 2009; 100% of remaining sites RIP/RC - 2014. (DASA(ESOH))</p> <p><b>3.3.2</b> For environmental restoration on Formerly Used Defense Sites (FUDS): 46% of high risk sites - 2009; 100% of all IRP sites RIP/RC - 2020. (DASA(ESOH))</p> <p><b>3.3.3</b> For the Military Munitions Response Program (MMRP) on active installations and FUDS: 100% of preliminary assessments - 2009; 100% of site inspections - 2010. (DASA(ESOH))</p> <p><b>3.3.4</b> For the MMRP on legacy BRAC installations: 127 of 173 sites RIP/RC - 2009. (DASA(ESOH))</p> <p><b>3.3.5</b> Streamline environmental cleanup program management and project execution to maximize the amount of funding going to actual remediation at restoration sites (target program management 11%). (DASA(ESOH))</p>



## Appendix A: Performance Measures

<p><b>3.4</b> Oversee execution of the Army Installation and Environment (to include Materiel Acquisition) Technology Programs.</p>	<p><b>3.4.1</b> Work with the installation, combat and materiel develops to identify user needs that can be satisfied by current or emerging technologies. (DASA(ESOH))</p> <p><b>3.4.2</b> In coordination with the ASA (ALT) and the ACSIM fully resource the technology program to include demonstration/validation, transfers, and transition. (DASA(ESOH))</p> <p><b>3.4.3</b> Transfer or transition at least three new technologies to the Army installation and/or materiel systems. (DASA(ESOH))</p>
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## Appendix A: Performance Measures

### GOAL 4 - BUSINESS: Employ Efficient And Effective Processes For Planning And Operations That Maximize The Use Of Best Business Practices.

We must continually improve business practices, processes, and technology to maximize available resources in support of Soldiers and Families during this time of frequent deployments.

Objectives:	Performance Measures:
4.1 Sustain a culture of continuous process improvement (CPI).	<p>4.1.1 Centrally manage and sustain deployment of Lean Six Sigma as a tool of CPI.</p> <p>4.1.1.1 Brief the LSS Executive Quality Council (EQC) Governance to report LSS/CPI metrics as prescribed by the EQC Charter. (DASA(SI))</p> <p>4.1.1.2 Participate in the Center of Excellence (CX) forum to communicate and share LSS/CPI best practices, as prescribed by the CX charter. (All)</p> <p>4.1.1.3 Ensure 100% of all completed projects are closed with financial and/or operational data in PowerSteering. (DASA(SI))</p> <p>4.1.1.4 Update the LSS/CPI Program Strategic Plan annually. (DASA(SI))</p> <p>4.1.1.5 Retain at least one full-time government MBB. (DASA(SI))</p> <p>4.1.1.6 Develop 1% of total I&amp;E staff as Black Belts. (DASA(SI))</p> <p>4.1.1.7 Develop 5% of total I&amp;E staff as Green Belts. (DASA(SI))</p> <p>4.1.1.8 Include LSS/CPI goals as part of I&amp;E leader NSPS objectives. (All)</p> <p>4.1.2 Develop and implement processes to align to the I&amp;E strategic plan. (DASA(SI))</p> <p>4.1.2.1 Ensure projects are aligned to organizational strategic goals and objectives as documented in PowerSteering.</p> <p>4.1.2.3 Ensure Black Belt projects are completed within six months of start.</p> <p>4.1.2.3 Ensure Green Belt projects are completed within four months of start.</p>



## Appendix A: Performance Measures

<p><b>4.2</b> Use innovative technology to meet user needs and anticipate future Army challenges.</p>	<p><b>4.2.1</b> Develop a corporate I&amp;E Technology investment strategy/process - 2009. (DASA(SI))</p> <p><b>4.2.2</b> Initiate execution of I&amp;E Technology investment strategy - 2009. (DASA(SI))</p>
<p><b>4.3</b> Continuously seek mutually beneficial partnerships.</p>	<p><b>4.3.1</b> Identify and manage the implementation of strategic sourcing/outsourcing opportunities, as appropriate to include but not limited to housing, UPH, lodging and utilities privatization, municipal services partnerships, competitive sourcing programs, and historic property adaptive reuse.</p> <p><b>4.3.1.1</b> Evaluate opportunities to leverage government resources, obtain private sector financing, and improve the quality and availability of facilities in two additional areas - 2011. (DASA(E&amp;P))</p> <p><b>4.3.1.2</b> Assure no net loss of critical training, testing, and operations by expanding land use partnerships with governmental, non-governmental, and private entities, such as the Army Compatible Land Use Buffers (ACUB) program - 2009. (DASA(ESOH))</p> <p><b>4.3.1.3</b> Expand Joint Land Use Studies (JLUS) to include all BRAC gaining installations and sites with proposed ACUB's in the FYDP - 2009. (DASA(ESOH))</p> <p><b>4.3.1.4</b> Ensure development of strategic communication plans with local and regional community stakeholders to communicate and advocate Army programs (ACUB, JLUS, etc.). (DASA(ESOH))</p> <p><b>4.3.2</b> Establish policy and standardized processes for divesting non-core functions - 2011. (DASA(E&amp;P))</p>



## Appendix A: Performance Measures

<b>4.4</b> Accurately identify and fund Base Operations and Support (BOS) mission essential requirements.	<b>4.4.1</b> Fund to 100% of BOS mission essential requirements. (DASA(I&H))  <b>4.4.2</b> Implement use of the Facilities Operations Model for the FY 2012 POM. (DASA(I&H))
<b>4.5</b> Employ innovative funding strategies to support reduction of facilities life cycle requirements and optimize the re-capitalization of Army facilities.	<b>4.5.1</b> Increase the number of Army Standard facility types by two each year thru 2010. (DASA(I&H))  <b>4.5.2</b> Ensure MILCON transformation polices are applied to all approved Standard facility types - 2009. (DASA(I&H))
<b>4.6</b> Continue to utilize real property asset management tools to offset appropriated dollar requirements including operation and maintenance costs, historic preservation requirements, and Base Realignment and Closure (BRAC) and non-BRAC construction requirements.	<b>4.6.1</b> Enter into Enhanced Use Lease Agreements with a value to the Army of \$100M - 2009. (DASA(I&H))  <b>4.6.2</b> Enter into Real Property Exchanges with a value to the Army of \$20M - 2009. (DASA(I&H))  <b>4.6.3</b> Enter into Land for Military Construction (MILCON) Exchanges with a value to the Army of \$50M - 2009. (DASA(I&H))



## Appendix A: Performance Measures

### **GOAL 5 - PEOPLE: Cultivate An Innovative And Capable Workforce That Continuously Seeks Improvement.**

Our workforce must be effectively developed and utilized to maximize its contribution as we transform to meet current and future missions.

<b>Objectives:</b>	<b>Performance Measures:</b>
<b>5.1</b> Incorporate Human Capital (HC) programs and policies into transforming organization performance plans and budgets.	<b>5.1.1</b> Ensure that HC management strategies align with the I&E mission, goals, and objectives. (DASA(SI))  <b>5.1.2</b> Ensure that HC management strategies are integrated into measurable performance plans and budgets. (All, Annually)
<b>5.2</b> Recruit, hire, develop, and retain employees with the necessary skills for mission accomplishment.	<b>5.2.1</b> Implement a system to recruit and hire critically skilled and diverse individuals. (All)  <b>5.2.2</b> Develop and implement a workforce climate survey. (All, Annually)  <b>5.2.3</b> Achieve satisfactory rating in a workforce climate survey. (All, Annually)
<b>5.3</b> Define and establish a workforce of the right size and composition (military, civilian, and contractor) necessary to accomplish these strategic goals and objectives.	<b>5.3.1</b> Develop an I&E specific Human Capital Strategy Plan - 2009. (DASA(SI))  <b>5.3.2</b> Establish annual and long-term (through the FYDP) public-private competition plans to maximize performance and efficiency of commercial activities. (DASA(E&P))  <b>5.3.3</b> Implement annual plans to meet public-private competition targets set forth in the plans. (DASA(E&P))
<b>5.4</b> Develop and implement a performance management system that fosters, recognizes, and rewards performance at all levels.	<b>5.4.1</b> Develop and implement NSPS Pay Pool business rules that reward innovators of continuous improvement and outstanding employee performance. (All, Updated Annually)  <b>5.4.2</b> Develop and implement performance measures for reward and recognition programs. (All, Updated Annually)



## Appendix A: Performance Measures

<b>5.5</b> Develop and implement strategic training and development program that builds future leadership competencies.	<b>5.5.1</b> Establish succession planning that identifies future leaders and senior executives. (All, Updated Annually)  <b>5.5.2</b> Develop and implement a training and career development program for I&E. (DASA(SI))
<b>5.6</b> Foster a workplace environment that attracts and retains a diverse staff at all levels of the organization.	<b>5.6.1</b> Ensure all employees are encouraged and allowed to contribute their talents in support of the mission. (All)  <b>5.6.2</b> Ensure enforcement of EEO standards. (All)
<b>5.7</b> Ensure that Army personnel are provided a safe and healthy living and working environment.	<b>5.7.1</b> Implement existing Army and DOD regulations to ensure that Army personnel are not unnecessarily exposed to conditions that degrade their quality of life. (DASA(ESOH))



## **Appendix B: General Orders No. 3**

### **"Assignment of Functions and Responsibilities Within Headquarters, Department of the Army"**

4. **Assistant Secretaries of the Army.** There are five Assistant Secretaries of the Army who report to the SA and Under Secretary of the Army and provide such support to the CSA as the CSA may consider necessary to perform CSA duties and responsibilities. Further, the Assistant Secretaries respond to members of the EOH when authorized by the SA. Among the responsibilities of the Assistant Secretaries are –

- a. Formulating and overseeing policies and programs within their functional areas of responsibility, consistent with statutes and the objectives of the SA.
- b. Ensuring that the CSA is provided such support as the CSA considers necessary in performing CSA duties and responsibilities.
- c. Ensuring effective coordination of policies and programs within their functional areas of responsibility within DA.
- d. Developing and presenting Army policies, plans, and programs to appropriate decision-making authorities in the DA and DoD and justifying those policies, plans, and programs to appropriate officials in the executive branch and Congress, as directed by the SA.
- e. Representing the Army with counterpart offices in OSD and Defense agencies.
- f. Communicating and advocating Army policies, plans, and programs to external audiences, including Congress and the public, under direction of the Chief, Public Affairs and the Chief, Legislative Liaison, as necessary.
- g. Providing guidance to and oversight of the responsible deputy or assistant chief of staff in developing, implementing, executing, and/or supervising, where appropriate, the execution of Army policy, plans, and programs, budgets, and activities.
- h. Ensuring that the Army complies with law, policy, and regulation affecting their areas of responsibility.
- i. Integrating Reserve Component matters within their areas of responsibility.
- j. Maintaining a small Secretariat staff for oversight of Army performance within each functional area and to assist with development of policy and strategy and with communication of the policy and strategy to internal and external audiences.

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8. **Assistant Secretary of the Army (Installations and Environment)**. The Assistant Secretary of the Army (ASA (I&E)) has the principal responsibility for all DA matters related to installations, real estate, chemical and biological agent destruction, and environment, safety, and occupational health. The ASA (I&E) also sets the strategic direction, determines objective, establishes policy, sets standards, and proposed programming and funding for these programs. Among the responsibilities of the ASA (I&E) are –

- a. Providing policy, programming, and oversight of installation and housing programs for Active Army and Reserve Components, including the following:
  - (1) Facilities design, construction, maintenance, physical security, and repair of buildings and utilities.
  - (2) Real property acquisitions, management, disposal, and condemnations, exchanges, public domain withdrawals, out-leasing (enhanced use leasing), and real property donations to the Army.
  - (3) Installation management improvement, energy management, and homeowners assistance.
  - (4) Base closures, realignments, stationing, planning and utilization, reuse, and economic adjustment programs.
- b. Providing policy, programming, and oversight of installation privatization efforts, such as utilities, housing, competitive sourcing, and historic properties.
- c. Developing overseas military construction agreements in support of U.S. military forces overseas, including overseas military construction, environment, safety, occupational health, and engineering services in support of U.S. military forces and other DoD-sponsored initiatives.
- d. Providing policy, programming, and oversight of the environmental, safety, and occupational health programs, including –
  - (5) Protection of air, water, and training lands, as well as pollution prevention, compliance, cleanup of all Army properties, and natural and cultural resources management.
  - (6) Technology for all environment, safety, and occupational health related research, development, test, and evaluation (RDT&E) activities.
- e. Overseeing the Chemical Demilitarization program and supervising the Program Manager for Chemical Demilitarization, including HQDA treaty compliance review and chemical stockpile emergence preparedness; policy and oversight of the environment, safety, and occupational health aspects of the Chemical Demilitarization Program; and developing environmental and occupational health policies and standards for the Army explosives, biological defense research, and chemical agent programs.

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